

## Assessment of the Policy and Funding Context for Wraparound (Sometimes referred to as the “system context”)

The purpose of this checklist is to provide a structured way to assess the policy and funding context that surrounds wraparound teams and the lead agency that houses these teams. This assessment is to be completed by individuals responsible for managing the wraparound program in your agency. This might include individuals who supervise team facilitators, as well as program managers and administrators of the agency or agencies that are primarily responsible for implementing wraparound.

This assessment is not intended to provide a rating or grade to people or agencies in the policy and funding context. Instead, the purpose of the assessment is to provide data that can help stakeholders clarify their understanding of the conditions that are necessary for local implementation, the extent to which these conditions are in place, and the priorities for action to improve implementation.

The ability to produce good wraparound services is affected by the decisions and actions of higher-level individuals from outside the lead organization. The *policy and funding context* is the term we use to refer to this larger

political and economic context that surrounds the lead agency and the teams. It includes those individual leaders and groups that:

1. Make decisions about funding for wraparound teams, wraparound training, or administrative costs;
2. Audit, certify, accredit or review the wraparound program or related parts of the lead organization (e.g. business office);
3. Make laws, rules or set procedures that affect the functioning of the teams or the lead organization (e.g. how long services and supports will continue, how flexible dollars can be spent); or
4. Prepare contract language that affects the way that wraparound teams function or are supported.

The policy and funding context will be different for each organization that hosts wraparound teams. It may include all or some of the following: inter-organizational committees at state, regional or community levels; leaders at state or county departments of mental health, child welfare, education and juvenile justice; and accounting or billing offices or others with the power to control funds or team activities.

**Please use the space below to write down the major groups or individuals you think comprise your policy and funding context:**

## System Assessment

Note: If you feel that an item is not applicable to your situation, or that you do not have enough information or knowledge to respond to an item, feel free to leave it blank.

### Practice model

- i. **Leaders in the policy and funding context actively support the wraparound practice model.** This section focuses on the extent to which leaders in the policy and funding context make rules and allocations of resources that support the essential elements of wraparound. By “practice model,” we mean a team process that is driven by the needs of the family, uniquely tailored to meet these needs, and grounded in community and natural supports and services.

This feature is currently. . .							To improve wraparound quality, how important is it to work on this right away?							
Not at all in place			Completely in place				Feature	Not at important			Extremely important			
1	2	3	4	5	6	7	1. There are some influential leaders in the policy and funding environment who actively advocate for the needs of wraparound teams. (In some sites these leaders are called “wraparound champions.”)	1	2	3	4	5	6	7
1	2	3	4	5	6	7	2. Leaders from the policy and funding context understand the basic components of the wraparound practice model.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	3. When policies or agreements that support wraparound <u>are</u> in place but <u>are not</u> actually being implemented, leaders in the policy and funding context will work actively for implementation.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	4. When leaders in the policy and funding context make decisions, they are able to foresee how their choices will have direct and indirect impacts on wraparound teams’ ability to function.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	5. When leaders in the policy and funding context make decisions, they choose options which are supportive of the needs of wraparound teams.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	6. Leaders in the policy and funding context make an effort to educate their peers about the components and values of wraparound.	1	2	3	4	5	6	7

## Collaboration/partnerships

- i. **The policy and funding context encourages interagency cooperation around the team and the plan.** To encourage partner agencies to cooperate with the team-based wraparound process, there must be active support and/or pressure for them to work together. This requires various incentives, as well as flexibility in both the funding mechanisms and the way policies are written.

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1	2	3	4	5	6	7	7. The policy and funding context encourages agencies to collaborate to deliver wraparound more effectively. (For example, by encouraging mechanisms for sharing information about services and assistance offered at different agencies, by encouraging co-training or co-funding of staff positions, or by encouraging mechanisms to share client information in ways that do not violate confidentiality).	1	2	3	4	5	6	7
1	2	3	4	5	6	7	8. Policies and funding guidelines are written in ways that support team members' attendance at team meetings. (For example, allowing team members flexible hours to attend meetings, reimbursing attendance as a legitimate service cost, or allowing several team members from the same agency to attend a meeting).	1	2	3	4	5	6	7
1	2	3	4	5	6	7	9. Policies and funding guidelines are written in ways that support team members' carrying out tasks assigned by the team. (For example, reimbursing time spent on tasks, or writing up team documentation).	1	2	3	4	5	6	7
1	2	3	4	5	6	7	10. Leaders from the policy and funding context work to ensure that wraparound teams aren't required to do redundant work to satisfy the requirements of various partner agencies. (For example, by consolidating requirements for documenting plans, or by supporting streamlining of consent process).	1	2	3	4	5	6	7

## Collaboration/partnerships (Continued)

- ii. **Leaders in the policy and funding context play a problem-solving role across service boundaries.** In order to identify and solve mutual problems, there needs to be a recognized way—at the state, county, or regional level—to address policy issues that span agencies and that affect the ability of teams to work effectively. This function can be performed by an individual or key individuals acting mostly informally, or it can be performed by an individual or group that is formally charged with this responsibility. Regardless, the individual or group must have sufficient decision-making authority to be effective in resolving problems.

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1	2	3	4	5	6	7	11. There is a person or group with sufficient decision-making authority who acts to resolve problems that are encountered by wraparound teams or programs and that arise from insufficient inter-agency collaboration. (For example: problems about who will pay for what, problems about access and different eligibility criteria, problems stemming from conflicting rules).	1	2	3	4	5	6	7
1	2	3	4	5	6	7	12. Individuals involved in wraparound teams and/or programs feel comfortable bringing their complaints and concerns to this problem-solving individual or group.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	13. When this individual or group has made a decision, follow-through is monitored to ensure that the decision is implemented.	1	2	3	4	5	6	7

## Capacity building/staffing

- i. **The policy and funding context supports development of the special skills needed for key roles on wraparound teams.** The skills needed by people in key roles on wraparound teams (facilitator, parent advocate, resource developer, care coordinator) are in many ways different from the skills needed for service delivery in traditional models. Policies and contracts must reflect an understanding of the value of these roles and their importance to the effective functioning of wraparound teams.

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1	2	3	4	5	6	7		1	2	3	4	5	6	7
							14. The policy and funding context reflects an understanding of the need for hiring people to fill the special roles on wraparound teams. (For example, facilitator, parent advocate, community resource developer).							
							15. The policy and funding context encourages agencies that hire people for these special roles to provide compensation that reflects their value to wraparound teams.							
							16. Leaders in the policy and funding context support reasonable team workloads for people who perform these special roles.							

## Acquiring services/supports

- i. **The policy and funding context grants autonomy and incentives to develop effective services and supports consistent with the wraparound practice model.** This section asks whether the policy and funding context provides incentives or erects barriers affecting the agencies' ability to respond to the needs that emerge from the individualized planning process. It also asks about the extent to which agencies are supported in developing new or modified services and supports. It also asks whether wraparound teams and programs are supported in their efforts to ensure that the services and supports acquired by wraparound teams are of the highest possible quality (i.e. the providers conform to evidence-based approaches, adhere to best practices and/or support the value base of wraparound).

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1	2	3	4	5	6	7	17. Incentives in the policy and funding context clearly encourage community-based placements over other placements (residential care, detention, hospital) whenever possible.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	18. When wraparound teams or programs are able to save money by avoiding out-of-community placements, the resources saved are returned to the community to support further development of needed services and supports.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	19. The policy and funding context provides incentives that encourage the development of services and supports consistent with the wraparound practice model.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	20. Policies and contracts allow flexibility in (sub)contracting so that wraparound teams and programs can seek out the most effective providers.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	21. Policies and contracts do not provide incentives to over-purchase certain kinds of “standard” services (e.g. psychotherapy, psychiatry) and/or under-purchase other kinds of services and supports (e.g. respite, behavioral support, mentoring, sweat ceremonies).	1	2	3	4	5	6	7
1	2	3	4	5	6	7	22. Contracts for funding contain language that require elements of wraparound (e.g. family involvement, natural supports).	1	2	3	4	5	6	7
1	2	3	4	5	6	7	23. Policies and contracts recognize the costs associated with training providers in the wraparound values and practice model.	1	2	3	4	5	6	7

### Acquiring services/supports (Continued)

- ii. **The policy and funding context supports fiscal policies that allow the flexibility needed by wraparound teams.** Wraparound teams thrive in a funding context that supports flexible fiscal policies such as blended funding and flexible funds. Wraparound teams need to have access to funds to pay for the costs required to meet families' unique needs as called for in the plan (e.g. for special events or equipment, or for non-traditional or non-categorical services or supports). The policy and funding context must recognize these as legitimate costs and must support teams in accessing funds to pay the costs in a timely manner.

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1	2	3	4	5	6	7	24. Leaders in the policy and funding context identify and encourage the use of funding streams that can be blended.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	25. Children who are not Medicaid eligible have access to wraparound, flexible funds and most other services.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	26. The policy and funding context supports paying for costs to meet unique needs by encouraging blended funding or other mechanisms.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	27. Leaders in the policy and funding context understand that costs to meet unique needs are legitimate expenditures.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	28. Leaders in the policy and funding context help to educate other stakeholders (politicians, the public) about why wraparound funds are expended for items, services, and/or supports that are non-traditional, unique, or “different.”	1	2	3	4	5	6	7

### Acquiring services/supports (Continued)

**iii. The policy and funding context actively supports family and youth involvement in decision making.**

Inclusion of family voice at all levels is a key principle of the wraparound philosophy and monitoring this inclusion within the policy and funding context is important. Inclusion of family members on policy and funding decision-making bodies encourages greater attention to family and youth input at the organizational and team levels.

levels.

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1	2	3	4	5	6	7		1	2	3	4	5	6	7
							29. Policy and funding arrangements recognize the costs of partnering with families and youth in the wraparound process (e.g. reimbursing travel or child care costs).							
							30. Family members are included on major policy-making bodies or groups involved in making fiscal decisions that impact wraparound teams.							
							31. Policy and funding arrangements recognize the costs associated with including family members and youth on policy-making bodies (e.g. stipends, reimbursement for travel and child care).							
							32. Agencies are recognized and rewarded for doing an outstanding job of including family members and youth on policy-making bodies and on teams.							
							33. Policies and funding arrangements recognize that family members and youth will need training and orientation in order to participate most effectively in policy and funding decision making.							
							34. The policy and funding context supports the inclusion of a variety of representative youth and family members across different opportunities to participate in decision making (e.g. not always the same people, not just a single “token” person, people with a diversity of backgrounds and opinions).							

## Accountability

- i. **Documentation requirements meet the needs of policy makers, funders, and other stakeholders.** Leaders in the policy and funding context will need information on aggregated cost and outcome data so that they can determine whether wraparound is cost effective. In order to reflect the wraparound practice model, which may differ substantially from the goals of other service delivery arrangements, different strategies and instruments may be needed for measuring outcomes. For example, greater reliance on strengths-based instruments or measures of family satisfaction reflects concepts important to wraparound. Teams, agencies, and providers should also have access to data that will help them deliver wraparound more effectively.

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1	2	3	4	5	6	7	35. Policies and funding arrangements require that wraparound programs provide evidence that they are adhering to a practice model for wraparound.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	36. The documentation for wraparound programs required by the policy and funding context provides sufficient data to evaluate the costs and the effectiveness of wraparound.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	37. Measures of family satisfaction, reduction in caregiver strain, and other family-oriented outcomes are accepted as legitimate indicators of the effectiveness of wraparound.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	38. Leaders in the policy and funding context use data to diagnose challenges and barriers to the effective functioning of wraparound teams and programs.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	39. Leaders in the policy and funding context use data to educate peers and build support and build recognition for successes of wraparound (e.g. among members of the state legislature or the public).	1	2	3	4	5	6	7
1	2	3	4	5	6	7	40. Documentation required by the funding and policy context is realistic and not burdensome for teams or lead organization.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	41. Policy and funding arrangements recognize the costs associated with collection of data on costs and outcomes.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	42. Documentation required by the policy and funding context is coordinated with documentation maintained for organizational and team needs.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	43. Policies and funding arrangements support sharing cost and outcome data with lead and partner agencies, and with providers.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	44. Leaders in the policy and funding context communicate realistic expectations about the costs of wraparound programs, what sorts of outcomes can be expected from wraparound programs, and how long it will take to achieve results.	1	2	3	4	5	6	7